

Appendix A – Draft 24-25 Business Plan Action Plan

Vision

To follow ready for onward submission to Cabinet and Council.

Growing Local Businesses and Economies (GLBE)

GLBE 2023-24 Progress Summary:

Output Achievements to Date:

- 258 business listings and 652 events listings in the year to date at Dec 2023
- Average of 1,874 monthly visitors to the Visit South Cambs website in the year to date at Dec 2023
- 6.5% increase on business newsletter subscriptions from Q3 2022-23 at Dec 2023
- 8 business support webinars provided attracting 122 registrations in the year to date at Dec 2023, on subjects ranging from apprenticeships to mental health wellbeing support for businesses.
- 95% occupancy rate at our commercial premises at Dec 2023
- Promotion of Green Business Progress, resulting in first sign-ups
- Refurbishment work has been completed on the ground floor of our South Cambs Hall premises and we are on target to rent this space by April 2024.
- 109 pop-up and market trading opportunities have been created as of end of Dec 2023, including 72 traders and 5 food vans at the Cambourne Christmas Market, which welcomed 1500 visitors.
- 6 new markets supported to set up between Dec 2022 and Dec 2023, with further conversations taking place regarding further new markets.
- Economic forecasts published associated with the Joint Local Plan as part of the evidence base to the Greater Cambridge Local Plan.

Latest Outcome Information:

- Objective 1: 11.2% business closure rate in 2022 (Source: [Deaths rate of enterprises \(per 100 enterprises\) in South Cambridgeshire | LG Inform \(local.gov.uk\)](#)); 8.1% business birth rate in 2022 (Source: [Births rate of new enterprises \(per 100.0 enterprises\) in South Cambridgeshire | LG Inform \(local.gov.uk\)](#)); 89% (25 of 28 webinar attendees rated sessions as either good, very good or excellent (Source: Business Webinar Survey).
- Objective 2: 67.6% reduction from 2005 levels of greenhouse gas emissions for South Cambs industry and commerce in 2021, compared with a 71.6% reduction in 2020 (Department for Energy Security and Net Zero); 29% commercial waste service recycling rate (dry recycling and food waste) in 2022-23 (Source: Shared Waste Service)
- Objective 3: 4 apprenticeships started per 1,000 of the South Cambs population (710 total) compared with an average of 4.6 per academic year between 2016 and 2021 (Source: [Number of apprenticeships per 1,000 population in South Cambridgeshire | LG Inform \(local.gov.uk\)](#))
- Objective 4: 27,036 sqm increase in employment floorspace in South Cambs in 2022-2023 (including 10,974 sqm of new office and research space at land north of Melbourn Science Park and a 9,723 sqm office building at land adjacent to Cambridge North Station); 966 sqm net increase in of retail floorspace.

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GLBE 24-25 Action Plan:

Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will support businesses to start up and grow	<p>Increased South Cambridgeshire business survival rate per 100 enterprises (as per LG Inform statistics)</p> <p>70% of Visit South Cambs listed businesses are satisfied with the website offering (to be measured through satisfaction survey)</p> <p>70% of webinar / workshop attendees found SCDC Business workshops or webinars useful</p> <p>Increased South Cambridgeshire business birth rates per 100 enterprises (as per LG Inform statistics)</p>	<p>1a) Run communication and marketing campaigns promoting local independent businesses</p> <p>1b) Provide support, resources and engagement to help local businesses to start up and grow</p> <p>1c) Identify funding opportunities to help businesses to start-up and grow</p> <p>1d) Provide space for start-ups and small businesses via our South Cambs Hall office building and commercial premises</p> <p>1e) Identify and provide pop-up or market trading opportunities for small businesses</p>	<p>1ai) Number of local independent businesses and events promoted through the Visit South Cambs website reaches over 400 businesses and 700 events for the year (Q4)</p> <p>1aai) Visit South Cambs website visitor numbers exceed 1800 per month (Q4)</p> <p>1bi) Deliver 12 business support webinars and/or workshops, including 2 specifically aimed at helping businesses to start up or grow (Q4)</p> <p>1bii) Increase Business newsletter subscriptions by 20% from Apr 2022 levels (1078 subscriptions) (Q4)</p> <p>1ci) £200k Shared Prosperity funding administered to help businesses to start-up and grow over two years (Q4)</p> <p>1cii) Signpost/deliver any additional funding that comes forwards in helping businesses to start-up and grow (Q4)</p> <p>1di) Space rented to start-ups or small businesses at our South Cambs Hall office building (Q1)</p> <p>1dii) Maintain occupancy at our commercial premises (Ongoing)</p> <p>1ei) Create 100 pop-up and market trading opportunities for small business (Q4)</p>
2) We will support local businesses to become more environmentally sustainable	<p>Year-on-year reduction in greenhouse gas emissions from industry and commerce in South Cambridgeshire, as reported in Dep for Business, Energy and Industrial Strategy (BEIS) statistics</p>	<p>2a) Provide advice and resources to help businesses to understand what they can do to become greener</p>	<p>2ai) Through delivery partners (Allia and PECT), provide 53 businesses with access to sustainability experts to help reduce carbon footprints and cut utility bills (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils).</p> <p>2aai) Provide a range of resources and support (including webinars with internal and sector experts and thermal imaging camera loans) to help businesses to become greener.</p>

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	<p>70% of businesses indicate that support has helped them take steps towards making their business greener</p> <p>Increase in commercial waste service recycling rates (dry recycling and food waste)</p>	<p>2b) Identify funding opportunities to help businesses meet to help businesses to be greener</p>	<p>2aiii) Provide information, communications and support to businesses to design out waste, adopt circular economy practices and increase recycling.</p> <p>2bi) Deliver £90,000 of match funding capital grants of up to £5,000 to help 18 Businesses to become greener (Q4) (through the Green Business Programme - a joint project with Cambridge City and Huntingdonshire District Councils, to be delivered by Allia and PECT).</p>
<p>3) We will work with partners to support the economically inactive back into work</p>	<p>Increased numbers of apprenticeships being undertaken in South Cambs district</p> <p>Take up of other skills development pathways, such as Region of Learning</p> <p>Number of long-term unemployed people helped back into employment</p> <p>Participant satisfaction with support received to get back into work</p>	<p>3a) Promote skills development opportunities and support through the implementation of the South Cambs specific actions within the CPCA Employment and Skills Strategy, including by:</p> <ul style="list-style-type: none"> • Promoting and contributing to employer and skills events • Encouraging businesses to take up apprenticeship schemes • Developing and promoting skills and development services, such as Region of Learning digital badge learning scheme and All Age Careers Service 	<p>3ai) Host a skills event in conjunction with partners at South Cambs Hall showcasing in house and partner skills and career pathways (Q3)</p> <p>3aii) Apprenticeships focussed communications campaign to businesses (Q2)</p> <p>3aiii) Support the development of Region of Learning digital badge pathway project for career development (part-funded through a portion of SCDC Shared Prosperity Funding and led by CPCA and Cambridge City Council)</p> <p>3aiv) Provide £268k from SCDC's portion of Shared Prosperity Funding, and support to the CPCA for the development of an All-Age Careers Service, a skills brokerage service and funding for paid internship opportunities</p> <p>3av) Lead a 'work and health pilot project' to support long term unemployed people with a disability or long-term condition gain skills and/or support to get back into work, by developing a series of employment hubs and engagement with employers to secure good quality jobs</p>
<p>4) We will work to promote the vibrancy and health of South Cambridgeshire high streets and commercial areas</p>	<p>Increased footfall at key high street and commercial locations within the district</p> <p>Net increase in retail space</p> <p>Net increase in employment space</p>	<p>4a) Delivery of funding for the improvement of existing and fledgling high streets</p> <p>4b) Work to promote the district's high streets, commercial areas and markets</p>	<p>4ai) £200,000 allocated through the Shared Prosperity Fund over 24-25 to local communities and businesses to enhance the look, desirability and safety of existing and fledgling high streets</p> <p>4bi) 8 high streets / villages featured in communication and marketing campaigns run throughout the year (Q4)</p> <p>4bii) Provide support leading to the set-up of 6 new markets and events in the district (Q4)</p>

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		4c) Take evidence-based land use planning decisions to ensure appropriate employment provision, in the right place, to meet business needs	4ci) Publish detailed evidence on the specific locational and employment floorspace needs of key employment sectors, together with a detailed understanding of the employment floorspace supply meeting those needs (Q1)
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Housing That Is Truly Affordable For Everyone To Live In (HTTA)

HTTA 2023-24 Progress Summary:

2023-24 Output Achievements to Date:

- Delivery of 46 new homes for rent and / or shared ownership expected by end of financial year.
- 66 homes for refugees to be purchased for refugees by end of year.

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- Stock condition surveys have been completed to inform retrofit plans for the next 5, 10 and 15 years.
- Community forums and liaison meetings are taking place to encourage two-way local engagement with residents and developers in areas experiencing high levels of growth.
- Draft Housing Strategy public consultation due to commence 15 Jan 2024.
- Empty Homes Database has been finalised and 15 properties back in use as at Dec 2023, with more to follow by year end.
- An Allotments Toolkit has been drafted and is currently being reviewed (as at Jan 2024), ready for launch.

Latest Outcome Information:

- Objective 1: 46 new homes expected to be delivered by end of Q4 2023-24. A further 66 properties will be purchased for refugees using LAHF funding
- Objective 2: Exploring available data
- Objective 3: 1,596 of our 5,197 housing stock (31%) are currently below an EPC C rating and due for improvement action in 24-25. Of these 1,374 are within a few points of band C. Overall, the average SAP rating of our stock is 77.75 (EPC C) (Source: Housing Department)
- Objective 4: 5.44% of domestic properties in South Cambs have solar PV installed, ranking third amongst English local authority areas, while [The Times](#) reports that South Cambs has the fastest rate of installation in England since 2020 (across all installation types – not just domestic) (Source: [The MCS Data Dashboard - MCS \(mcscertified.com\)](#)); 1.92% of domestic properties have a heat pump (air, water or other) installed, ranking eighth amongst English local authority areas (Source: [The MCS Data Dashboard - MCS \(mcscertified.com\)](#));
- Objective 5: 2,339 dwellings delivered in Greater Cambridgeshire during the 2022-23, exceeding required annual delivery rate of 1,675 (Source: Authority Monitoring Report); 34% of dwellings delivered in 2022-23 were affordable (Source: Authority Monitoring Report)
- Objective 6: 15 empty homes brought back into use between March and December 2023, with more expected by end of Q4 (Source: Environmental Health and Licensing Team); 1,319 empty homes in total including 301 second homes (Source: SCDC Empty Homes Report, Sep 2023)

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will continue to deliver new, high quality Council homes	<p>375 new Council homes delivered over the 5-year period from 2023-28</p> <p>Customers are satisfied with new build rent and shared ownership homes</p> <p>Properties that we build through our investment partnerships meet new carbon reduction standards</p>	<p>1a) Maintain ambitious target to deliver new build council homes in line with the New Build Council Housing Strategy (2023)</p> <p>1b) Use our SCIP partnership to deliver an exemplar site, including enhanced carbon reduction standards</p>	<p>1ai) 75 new homes completed for rent and / or shared ownership (Q4)</p> <p>1aii) Demonstrate a delivery pipeline to meet new build delivery target for the next 5 years (ongoing)</p> <p>1bi) Achieve planning permission for the first SCIP housing scheme (timescales to be confirmed)</p>
2) We will engage with local people to set out where and how new homes and communities are built, to minimise disruption and to help new residents to settle in	<p>Surveyed Community forum attendees indicate satisfaction with meetings</p> <p>Communities across the District are able to provide feedback on the policies and strategy underpinning future Development across the District</p> <p>Annual housing completions meets the 1,675 dwellings a year annual delivery rate required over the current local plan period 2011 to 2031</p> <p>% of dwelling completions in Greater Cambridgeshire that are affordable exceeds 35% (noting affordable housing obligations on developers apply only to developments of 10 homes or more)</p>	<p>2a) Run community liaison meetings and forums where significant new developments are planned</p> <p>2b) Consult communities on the development of a Joint Local Development Plan for the Greater Cambridge area identifying the quantity and location of new homes across the district</p> <p>2c) Produce a Housing Strategy setting out how we will meet housing challenges in the district, including ensuring we have the right homes in right places – by June 2024</p>	<p>2ai) Community forums are run where significant new developments are planned, allowing issues to be raised and discussions about how developments are moving forward (Q4)</p> <p>2bi) Publish draft Local Plan for public consultation with our communities (timetable currently subject to review given Local Infrastructure and water supply challenges)</p> <p>2ci) Approval of new Housing Strategy (Q1)</p>
3) We will improve the energy efficiency of existing Council housing to reduce carbon impact and running costs	<p>All Council properties below a 'C' EPC rating are improved to a 'C' rating by 2025, or highest potential rating above EPC 'C' where measures allow</p>	<p>3a) Produce a plan for the improved energy efficiency of Council Housing</p> <p>3b) Undertake works to improve energy efficiency of our Council housing properties</p>	<p>3ai) Use EPC and stock data to create a costed 5-, 10- and 15-year plan for the improved energy efficiency of Council housing (Q3)</p> <p>3bi) Improve all Council properties below a 'C' EPC rating by 2025</p>

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4) We will support energy efficiency improvements in private sector housing	Improved energy efficiency of South Cambs private housing stock Increased roll out of low carbon measures in South Cambs	<p>4a) With partners and under the ‘Action on Energy Cambridgeshire’ branding:</p> <ul style="list-style-type: none"> • Deliver government-funded energy improvements to homes occupied by eligible households • Establish a route for able-to-pay households to access high quality home energy efficiency improvements from the council's commercial partners <p>4b) Ensure Private Rental Sector meets legislative requirements in relation to energy efficiency</p>	<p>4ai) Delivery of HUG2 (Home Upgrade Grant) scheme to upgrade off-gas properties (Q4)</p> <p>4aii) Promotion of the self-funding offer for housing retrofit through Action on Energy Cambridgeshire (including marketing initiatives) (Q4)</p> <p>4aiii) Produce a retrofit guide for South Cambridgeshire housing archetypes to support householders to realise retrofit improvements (Q3)</p> <p>4bi) Run Minimum Energy Efficiency Standards (MEES) project to identify Private Rental Sector properties which fall below minimum standards and actions required (Q4)</p> <p>4bii) Establish a private-rented sector landlord forum to share best practice and advise on support for improvement measures (Q4)</p>
5) We will work to create healthy and connected communities	Increased rates of active travel Increased access to open space	<p>Through the development of the Greater Cambridge area Local Plan:</p> <ul style="list-style-type: none"> • 5a) Seek to create diverse and connected neighbourhoods where people can live close to where they work, play and access health providers and education <p>and</p> <ul style="list-style-type: none"> • 5b) Review approaches to open space and recreation provision, to underpin the delivery of healthy places and sustainable ways of living <p>5c) Work with partners to influence the delivery of significant improvements in public transportation to our villages and towns</p>	<p>5ai) Publication for consultation the Regulation 18 Joint Local Plan preferred options capturing spatial and local planning policy considerations (the timetable for publication of the regulation 18 JLP is under review pending resolution of infrastructure and the governments Cambridge 2040 programme impacts)</p> <p>5aii) Updated Joint Local Plan spatial framework, including definition of housing and employment numbers building on updated infrastructure capacity assessments and the assessment of the Government’s Cambridge 2040 programme impacts (Q3)</p> <p>5bi) Work with the health community initiative on the development of a contemporary open spaces policy for the Joint Local Plan that places wellbeing as a central policy objective (Q3)</p> <p>5ci) Provide advice and guidance to underpin the successful implementation of the GCP and Cambridgeshire County Council’s Transport Strategy to underpin the continued implementation of the South Cambridgeshire Local Plan 2018.</p>

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
		<p>5d) Support improved access to green spaces that provide health and wellbeing benefits to our residents</p> <p>5e) Continue to meet annual housing delivery targets identified in the 2018 South Cambridgeshire Local Plan</p>	<p>5cii) Support the implementation of the Cambridgeshire and Peterborough Combined Authority Transport and Connectivity Plan (2023), that aims to reduce private car use and congestion, and accompanies the adopted Local Plan (Ongoing)</p> <p>5ciii) Work with partners to influence improved links between villages in the north of the district to existing transport routes (e.g., guided bus ways) (ongoing)</p> <p>5civ) Work with the CPCA to ensure that communities within the district are well served by community transport</p> <p>5cv) As East-West Rail progresses, ensure that the district benefits from improved accessibility at Cambourne, whilst being the voice of residents in areas that will be affected along the route, ensuring that they are well represented, and securing all possible mitigations</p> <p>5di) Build on the publication of the allotment toolkit to support parish and town councils, groups, and societies to increase the number of people who can easily use them.</p> <p>5dii) Complete delivery of six Shared Prosperity Fund projects to bring about improvements to green spaces, contributing to the health and wellbeing of our residents (Q4)</p> <p>5ei) Deal with applications for appropriate new residential development effectively and promptly, meeting national targets for speed and quality of decision making (Ongoing)</p>
<p>6) We will take action to bring empty homes back into use</p>	<p>40 empty homes brought back into use (empty longer than 6 months) between Apr 2023 and end March 25</p>	<p>6a) Engage and correspond with empty homeowners and take appropriate action, where necessary</p>	<p>6ai) Bring 20 empty homes back into use which have been empty for longer than 6 months (Q4)</p>

Being Green To Our Core (GTOC)

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2023-24 Output Achievements to Date:

- Plant 35 tree across two sites on our own estate, as part of the Treescapes fund.
- Create wildflower areas on four sites located across the district on our own estate.
- Awarded £125k of Zero Carbon Communities funding to eligible projects (for carbon reduction and community engagement on climate and nature), reaching the £500k milestone of Zero Carbon Communities funding awards.
- Secure Bronze status as a Carbon Literate Organisation and introduced an ongoing carbon literacy training programme for colleagues.
- Share carbon impact assessment tool with service areas and put guidance in place to utilise during bids/savings MTFS process.
- Preliminary works completed to enable the Water Renewable Energy Network (WREN) project to be delivered in 24-25
- Process introduced to ensure that Climate and Environment Impacts are considered within annual bids and savings process
- Inaugural Climate Conference was run in November 2023, with attendance from 70+ people, with over 10 parishes represented
- The Awarded Watercourses Team has delivered a project with the Wild Trout Trust to improve biodiversity on waterways in the district (the river Shep and the river Mel)
- Application process concluded for the 2023-24 6 Free Trees scheme, building on the success of previous years' schemes (see outcome data for objective XX below)
- The most recent round of the Cambridgeshire Solar Together project (run in partnership with Action on Energy partners) was concluded, having completed 569 solar PV installations and 547 batteries, equating to 460 tonnes of carbon avoided and £5.49m of self-funded investment made

Latest Outcome Information:

- Objective 1: 33.6% reduction in South Cambridgeshire greenhouse gas emissions from 2005 levels (UK local authority and regional greenhouse gas emissions statistics 2005-2021)
- Objective 2: The Council's strategic risk posed by water constraints on ability to deliver the local plan currently has a risk likelihood score of 4 and impact score of 3, resulting in a total risk score of 12. This takes into account objections from the Environment Agency to planning applications for some of the major sites allocated in the 2018 adopted Local Plans that are otherwise ready to approve (SCDC Strategic Risk log as at Dec 2023)
- Objective 3: 677 trees planted through the 6 Free Trees Scheme since 2020 (with 2023-24's addition to be planted in Q4 2023-24)
- Objective 4: 16.0% reduction in total carbon emissions from our estate and operations from 2018-19 baseline, including 1.0% increase in fleet emissions, 42.6% decrease from our office building, 33.0% reduction from business travel (Source: unaudited internal calculations)
- Objective 5: Exploring available data
- Objective 6: Exploring available data
- Objective 7: Figures to be obtained before submission to S&O Committee.
- Objective 8: Climate Emergency UK Local Authority Scorecard score of 34% in 2023 (compared with a District Council average of 29%)
- Objective 9: Exploring available data

GTOC 24-25 Action Plan:

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Objective	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
<p>1) We will create and implement planning policies that address the climate and ecological emergencies (including working towards net zero by 2050)</p>	<p>Reduction in South Cambridgeshire greenhouse gas emissions</p> <p>Increased biodiversity in South Cambridgeshire</p>	<p>1a) Create policies that will help us to achieve net zero carbon as part of work on the Greater Cambridge Local Plan and North East Cambridge Area Action Plan</p> <p>1b) Create processes and policies that will help us to double nature as part of wider work on green infrastructure and the Greater Cambridge Local Plan</p> <p>1c) Implement and communicate to all stakeholders the Council's agreed hierarchy for achieving Biodiversity Net Gain</p>	<p>1ai) Publish the updated Spatial development Strategy (regulation 18) of the Joint Local Plan based upon consideration of infrastructure capacity and the Cambridge 2040 programme impacts (Autumn 2024)</p> <p>1aii) Contribute (with partners) to the completion of the Local Area Energy Plan for Cambridgeshire, setting out a blueprint to meet future energy demand (Q2)</p> <p>1bi) As per 1ai)</p> <p>1bii) Contribute (with partners) to the completion of the Local Nature Recovery Strategy for Cambridgeshire and Peterborough setting out plans for nature and habitat recovery, including within South Cambs</p> <p>1biii) Continue to develop our processes, resources and guidance to ensure delivery of Biodiversity Net Gain</p> <p>1biii) Subject to successful funding bid to HLF, assist parish councils to identify locations within their areas that could be improved (Q4)</p> <p>1ci) Continue to deliver our engagement programme with the development community, stakeholders and parish councils to explain the opportunities around Biodiversity Net Gain.</p>
<p>2) We will work with the City Council, water industry and stakeholders to address water scarcity in the Greater Cambridge area</p>	<p>Sustainable forms of new development that safeguard the environmental quality of our rivers and streams (monitored through SCDC Strategic Risk scoring)</p>	<p>2a) Engage with the Environment Agency, DEFRA, DLUHC, Water Industry, Lead Local Flood Authority and local stakeholders [including the Cam Valley Forum] to develop a response to water scarcity challenges caused by development in the district</p>	<p>2ai) Work with the Cambridge Water Scarcity Group and other stakeholders to develop solutions to address short term water supply issues and longer-term strategies to identify solutions which protect the environment and enable growth needs to be met.</p>
<p>3) We will support nature recovery as</p>	<p>Completing a pilot with at least 2 Parish reviews of Tree Protection Orders including</p>	<p>3a) Review arrangements for the protection of Trees and Hedgerows across the District, including</p>	

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<p>part of our 'doubling nature' agenda</p>	<p>designation of new trees and digitisation of all records</p> <p>Increasing the number of trees provided by SCDC since 2020</p>	<p>commencing a programme of work with Parish Councils to review and update the register of Tree Protection Orders (TPOs)</p> <p>3b) Identify and deliver new opportunities to plant trees, establish wildflower strips and in other ways enhance nature, in consultation with residents</p> <p>3c) Support local communities to plant trees and help deliver 'doubling nature' at the parish level</p> <p>3d) Share information and local case studies through our Zero Carbon Communities programme of events, e-bulletins and webpages</p>	<p>3ai) Continue with our review of the process to designate and record Tree Protection Orders across the district including the pilot project in two parishes (Harston and Boxworth)</p> <p>3bi) Continue to identify and deliver opportunities for tree planting on HRA land (Q4)</p> <p>3bii) Audit small amenity areas on HRA land and identify 5 sites with the most potential for biodiversity enhancements. Develop specific measures for these sites and select at least one for practical action, to be used as a storytelling/communications piece (Q2)</p> <p>3biii) Undertake a pilot using alternative methods to control weed growth, avoiding harmful environmental impacts</p> <p>3biv) Engage with communities on sustainable agriculture and food production (Q4)</p> <p>3ci) Provide grants to villages to plant trees and help biodiversity projects to deliver 'doubling nature' at the parish level (Q4)</p> <p>3cii) Deliver trees to at least 50 parish councils through our '6 Free Trees' initiative (Q4)</p> <p>3di) Deliver conference sessions and webinars promoting local case studies and information relating to 'doubling nature' (Q4)</p>
<p>4) We will decarbonise the Council's estate and operations</p>	<p>Reduction in total carbon emissions from our estate and operations</p> <p>Reduction in fleet related carbon emissions from 2018-19 baseline</p> <p>Reduction in carbon emissions from our community rooms from 2018-19 baseline</p> <p>Reduction in carbon emissions from our office building from 2018-19 baseline</p> <p>Reduction in carbon emissions for our commercial buildings</p>	<p>4a) Procure low emissions vehicles or alternative fuels (e.g., HVO biofuel) as replacements for our existing fleet</p> <p>4b) Deliver the Waterbeach Renewable Energy Network (WREN) project - to deliver solar PV, battery storage and electric vehicle charging at the Council's Waterbeach depot</p> <p>4c) Increase the energy efficiency and reduce carbon emissions for buildings owned and operated by the Council (including through on-site renewable energy generation)</p>	<p>4ai) Deployment of at least 20% alternative fuels as proportion of total fuel usage by refuse fleet (Q4)</p> <p>4bi) WREN main works programme starts (Q2)</p> <p>4biii) WREN commissioned and operational (Q2 25-26)</p> <p>4ci) Realisation of year 1 benefits (reduced energy costs and carbon emissions) from Greening of South Cambs Hall project (Q4)</p> <p>4cii) Complete energy retrofit assessments of communal rooms, identify feasible improvements and a costed agree delivery plan for decarbonisation (to take place alongside the refurbishment review) (Q4)</p>

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	Reduction in carbon emissions from business travel	<p>4d) Improved energy performance of our Commercial buildings</p> <p>4e) Reduce carbon emissions from SCDC business travel by reducing mileage and promoting low carbon alternatives.</p>	<p>4di) Review Asset Register for commercial assets and schedule opportunities for energy efficiency improvements and / or delivery of on-site renewable energy generation, at tenant breaks (Ongoing)</p> <p>4ei) Communications to help reduce carbon emissions through business travel (Q4)</p>
5) We will support parish councils and local communities to respond to the climate emergency	<p>10 tonnes p.a of estimated CO2 emissions reduction through projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>2,500 people p.a. expected to be engaged through engagement projects receiving Zero Carbon Communities funding (consistent with figures for 2022-23 projects)</p> <p>At least 10 publicly accessible EV chargers installed to village halls, other community facilities and publicly accessible land</p> <p>75% of ZCC events participants gain in knowledge, make useful contacts, feel encouraged or inspired</p>	<p>5a) Award Zero Carbon Communities grants to community projects that support carbon reduction and community engagement around climate change</p> <p>5b) Promote delivery of EVCPs in Parishes via Electric Vehicle Charge Point Grants Programme</p> <p>5c) Provide a programme of networking and information sharing (Zero Carbon Communities and Green Connect)</p> <p>5d) Exploration of options for a public EV network through county EV strategy or private procurement exercise</p> <p>5e) Help communities to prepare for global temperature increases of up to 2 degrees</p> <p>5f) Promote sustainable food practices within South Cambs communities</p>	<p>5ai) Funding of £125k (up from £100k during 21-22) awarded to eligible projects (Q4)</p> <p>5bi) Award up to £50k funding via Electric Vehicle Charge Point Grants Programme to eligible applicants (Q4)</p> <p>5ci) Deliver at least four webinars, four e-bulletins and a one-day conference, covering subjects including carbon-friendly diets, community energy and behavioural change on climate change (Q4)</p> <p>5di) Work with partners (including the CPCA), to establish and deliver a strategy for EV infrastructure to ensure South Cambs residents and businesses have access to provision and funding (ongoing)</p> <p>5ei) Regular communication with communities about climate adaptation and preparation for extreme weather events (ongoing)</p> <p>5fi) Creation of a sustainable food network to improve collaboration between sustainable food projects within the Council and across the district</p>
6) We will work to promote and protect air quality in the district	<p>Reduced risk of non-compliance with measures designed to protect air quality</p> <p>Planning developments (across GC) improve AQ rather than worsen it.</p>	<p>6a) Maintain a comprehensive air quality strategy to promote and protect air quality in the district</p> <p>6b) Run communications to promote and educate on air quality within the district</p>	<p>6ai) Develop a new joint air quality strategy with Cambridge City Council (Q1)</p> <p>6bi) Monitor and publish reports on air quality in targeted areas utilising portable equipment (Zephyrs) (Ongoing)</p> <p>6bii) Communications campaign highlighting the impacts of air quality, to coincide with Clean Air Day (Q1) and Clean Air Night (Q4)</p> <p>6biii) Undertake educational events to at least 4 schools to highlight the impacts of air pollution and tackle vehicle idling.</p>

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		6c) Undertake inspections and monitoring to ensure compliance with key air quality protection policies (including Environmental Permits and Taxi Licencing policies)	6ci) Undertake all Environmental Permit processes in accordance with programmed inspection (Ongoing) 6cii) Compliance of taxi fleet with current taxi policy (Ongoing)
7) We will reduce consumption of resources and waste	Reduction in household waste / materials from 21-22 levels (kgs per household) Increase in household recycling rates from 21-22 levels (kgs per household) Reduction in household residual waste in the district from 21-22 levels (kgs per household)	7a) Identify and implement strategies for overall waste / materials reduction, decreased residual waste and increased recycling	7ai) Work with RECAP partners on new Joint Waste Municipal Strategy setting out how authorities across Cambridgeshire and Peterborough will collect and dispose of waste over the next 10 years (Q4) 7aii) Provide support for schemes (such as repair cafes, reuse, refill, kit hire and food waste redistribution schemes) that help the transition to a circular economy (Ongoing) 7aiii) Carry out communications campaigns focussed on increasing recycling rates and reducing non-recyclable waste from Circular Resource Plan (Ongoing)
8) We will build carbon reduction, nature recovery and climate adaptation perspectives into decision making across the Council	External recognition that Carbon reduction and nature recovery perspectives are embedded within our decision making	8a) Work towards becoming a carbon literate organisation 8b) Establish a monitoring and improvement programme for Scope 3 emissions 8c) Incorporate climate adaptation perspectives into existing business planning and resilience processes	8ai) Secure Silver status as a Carbon Literate Organisation 8bi) Take steps with supply chain to reduce emissions associated with contract delivery (including through monitoring and contract management arrangements). 8bii) Investigate options for reducing the carbon impact of our Housing stock renovation processes, including reuse. 8ci) Develop a climate risk register, identifying climate related risks and control measures (ongoing)
9) Our Councillors and Senior Officers act as climate and environment advocates to promote action by stakeholders beyond South Cambridgeshire	Maximum influence of SCDC in the area of climate and environment, encouraging others to take action	9a) Promoting action on climate change mitigation and environment, including showcasing good practice 9b) Promote and influence the work of the Oxford to Cambridge Pan Regional Partnership	9ai) Articles and presentations promoting action on climate change mitigation and environment, including showcasing good practice (Q4) 9aii) Representation at key regional, national and international events relating to climate change and environment (Q4) 9b) Support the development and delivery of environmental projects through the Partnership

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A Modern and Caring Council (MCC)

MCC 2023-24 Progress Summary:

2023-24 Output Achievements to Date:

- Report produced assessing the findings from the 3-month 4 Day week trial.
- Assessed the outcomes of the 'Essential Tools for Managers' training pilot for new and first line managers
- 9 apprentices are on target to complete courses between Levels 2 and 7 by April 2024. We now have 34 apprentices, which represents 4.9% of our workforce.
- 8 new services made easier for customers to access online via self-service, with another 4 due to go live by end of April 2024
- Launch of online webchat functionality allowing customers to interact with Council contact centre staff online during business hours
- Commencement of work to design and build the Council's websites, to make it easier for customers to carry out transactions and find information online
- Launched an internal SCDC consultation toolkit to achieve a consistent approach to consultation.
- Ran a workshop to promote the Mobile Wardens scheme and planned the development of the new scheme which will run from 2024-27
- Provided funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support Community Chest and Let's Get South Cambridgeshire Active grants
- Rolled out and promoted a network of Domestic Abuse Champions across the organisation
- Awarded £167,400 of Service Support Grant funding to the voluntary sector
- Delivered the Northstowe Interim Community facility

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- Phase 1 Sports Pavilion delivered (at Northstowe)

Latest Outcome Information:

- Objective 1: Figures to be obtained before submission to S&O Committee.
- Objective 2: Exploring available data
- Objective 3: Exploring available data
- Objective 4: Exploring available data
- Objective 5: 8 Neighbourhood Plans have been made (adopted) in South Cambs - an increase from 5 at the beginning of the 2022-23 financial year
- Objective 6: 86% satisfied that South Cambs provides a home that is safe and secure, 9% neither satisfied nor dissatisfied, 5% dissatisfied
- Objective 7: At end December 2023 'The Cabin' Temporary Community Centre had received 95 bookings, including from 16 different community groups 18 private bookings from local residents and 13 regular bookings taking place each week, since it opening 17 July 2023. One of the offices is rented out to Northstowe Town Council and licence agreements are also in place with the midwifery service, Cambridgeshire Community Service (health visitors) and Cambs County Council Child and Family Services
- Objective 8: Exploring available data

MCC 24-25 Action Plan:

Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
1) We will ensure the Council is structured and appropriately resourced to deliver efficient and effective services	Increase customer satisfaction from 2022-23 baseline levels £2 mil of savings delivered through the Transformation programme by end 2024-25	1a) Complete reviews of all services, identifying and implementing opportunities for improved efficiency and service delivery by end of 2024-25 financial year 1b) Assess the impact of the initial 4 Day Week trial on the efficiency and quality of service delivery and the health and wellbeing of colleagues	1ai) Service Review for Waste and Environmental Services completed and recommendations made (Q4) 1aii) Achieve savings target of £2m by end of 24-25 1bi) Report produced assessing the findings from the 1-year 4 Day week trial (Provisionally Q2 - TBC)
2) We will attract, retain and develop the best talent and ensure we are an employer of choice	Increase in the % of advertised roles successfully recruited to Wellbeing survey score of 4 out of 5 'good days at work' (up from 3.95 in 2022-23)	2a) Offer a wide range of development initiatives to ensure we're growing our own talent and providing development opportunities for staff	2ai) 14 apprenticeship courses completed by colleagues (Q4) 2aii) Promote apprenticeships, internal training, coaching and mentoring as development opportunities for colleagues (Q4) 2aiii) First cohort of approximately 20 managers to complete a new management development programme (Q2)

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Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
	Annual (voluntary) staff turnover of 3.25% or less	2b) Promote SCDC as an employer of choice and work to improve visibility of career options to under-represented groups, including care leavers and through the armed forces covenant	<p>2bi) Jointly organise a careers fair (alongside County Council and Job Centre Plus) and attend further fairs to promote SCDC as a local employment option (Q4)</p> <p>2bii) Develop and deliver a new work experience programme for 15-16 year olds (Q2)</p> <p>2biii) Promotion of the Council's Bronze membership of the Armed Forces Covenant to encourage applications from members of the Armed Forces, veterans and family members to South Cambs roles(Q1)</p> <p>2biv) Create a training course about the Armed Forces Covenant and promote this to all employees on to support recruitment (Q4)</p> <p>2bv) Work with the Job Centre Plus and use key communication channels to promote support we offer for under-represented groups (Q4)</p>
3) We will generate income through our services and commercial activities and work to ensure best use of Council resources	<p>Increase in gross income as a proportion of gross expenditure</p> <p>Greater take up of our Commercial Shared Waste services by businesses</p> <p>Increase Council Tax income through identification of fraudulent single person discount</p> <p>Increase Business Rates income through identification of incorrectly registered properties</p>	<p>3a) Explore and pursue ways of increasing income generation through our services</p> <p>3b) Generate rental income from our office spaces</p> <p>3c) Reduce Fraud and error within Council systems and processes</p>	<p>3ai) Increase Greater Cambridge Commercial Waste Service customers by 150 over the course of the year (Q4)</p> <p>3aii) Improve cost recovery for discretionary services provided within the Shared Planning Service through the effective use of Planning Performance Agreement and pre-application charging regimes and appropriate partnership working arrangements where possible (Q4)</p> <p>3bi) Generate rental income from our South Cambs Hall office space</p> <p>3bii) Maximise returns from commercial space owned by the Council</p> <p>3ci) Complete anti-fraud initiative pilots to inform future efforts to reduce fraud and error (including single person discount and business rates relief fraud initiatives)</p> <p>3cii) Explore opportunities to offer fraud investigation services and advice on prevention to third party organisations (Q4)</p>

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Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
4) We will make it easier for customers to access and carry out transactions online	<p>Increased satisfaction with the My South Cambs Customer portal</p> <p>Increased satisfaction with accessibility of information on our website</p> <p>60% of customer interactions online</p> <p>40% of customer interactions dealt with by contact centre of specific service experts</p>	<p>4a) Make it easier for customer to access and complete services online</p> <p>4b) Make it easier for customer to find information on our webpages</p>	<p>4ai) 10 additional services made easier for customer to access online (Q1 – 25/26)</p> <p>4aii) Provide an integrated portal for businesses to access SCDC online services (Q4)</p> <p>4aiii) Continue the planned development of newly implemented webchat functionality</p> <p>4aiv) Release of dedicated Housing repairs app 'M&Me' to allow repairs to be reported, tracked, and changed by the resident at a time that suits them. (Q4)</p> <p>4bi) Design and implement new websites for SCDC, Shared Waste and Greater Cambridge Shared Planning (Q4)</p>
5) We will work with communities and individuals to tackle issues that are affecting them locally	<p>Increase in the number of community-led plans (including Neighbourhood plans)</p> <p>Reduction in fly tip incidences at hotspots due to presence of cameras and SCDC response times from initial data benchmark April 2023</p> <p>Action taken against fly tippers where sufficient evidence allows</p>	<p>5a) Support communities to consider and address the local initiatives that matter to them</p> <p>5b) Provide additional support to arts and culture projects within the district</p> <p>5c) Establish mechanisms for council tenants to have an input into wider estate management issues</p> <p>5d) Take action to minimise fly tipping</p>	<p>5ai) Continued support for the creation of neighbourhood plans (Q4)</p> <p>5bi) Develop and implement a plan to increase support for arts and culture projects (Q3)</p> <p>5ci) Complete at least 86 estate inspections (note inspections take place over an 8-month period) (Q4)</p> <p>5di) Deploy additional cameras and 'fly tip under investigation' stickers at locations to deter fly tipping (ongoing)</p> <p>5dii) Clearance of fly tips within 10 days to reduce further occurrences at the same site (ongoing)</p> <p>5diii) Investigation of fly tipping incidents through to prosecution stage where sufficient evidence allows (ongoing)</p> <p>5div) Undertake joint roadside checks initiatives with the Police, HMRC and other partners (ongoing)</p>

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Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
<p>6) We create places where people feel safe, and communities thrive</p>	<p>SCDC tenant satisfaction that SCDC provides a home that is safe and secure is maintained above 80% (measured through annual SCDC tenant satisfaction survey)</p>	<p>6a) Undertake all landlord safety checks (including electrical safety, gas installations and where appropriate fire risk assessments, lifts, building safety and water safety tests)</p> <p>6b) Provide support to help people to live safely in their homes</p> <p>6c) Target support to improve health and wellbeing outcomes for vulnerable residents</p> <p>6d) Assist in the relocation and support for refugees and asylum seekers in the district</p>	<p>6ai) 100% compliance with landlord safety checks to council housing (including, electrical safety, gas installations and where appropriate fire risk assessments and water safety tests) (Q4)</p> <p>6aii) Introduce a new method for reporting performance to tenants ensuring compliance with the Regulator of Social Housing</p> <p>6bi) Support 200 new clients through the housing department's visiting support service (Q4)</p> <p>6bii) Spend disabled facilities grant and repairs grant to allow people to live independently and safely in their homes (Q4)</p> <p>6biii) Support tenants facing mental health issues to maintain their tenancies and prevent homelessness</p> <p>6biv) Undertake inspection visits to caravan sites to ensure that sites are suitable</p> <p>6bv) Work with the expanded network of Mobile warden schemes and associated Parish/Town Councils to complete the review of funding arrangements and to agree a 3 year scheme that is affordable and fair for all (Q2)</p> <p>6ci) Run a series of outdoor activity events to support young people to improve their mental health (Q4)</p> <p>6cii) Provide funding to support activities that benefit the health and wellbeing of our residents, in the form of Service Support grants, Community Chest grants and Let's Get South Cambridgeshire Active grants (Q4)</p> <p>6di) Plan and deliver innovative schemes to increase the number of homes available to help Homes for Ukraine guests transfer from hosted accommodation to independent living. A varied range of support to include help with rental payments and deposits, furniture scheme packages, a landlord incentive scheme and further wellbeing support. (Q4)</p> <p>6dii) Support further requests to aid and support refugees, should they be located in the district (Q4)</p>

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Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
		<p>6e) Provide support to residents through the cost-of-living crisis</p> <p>6f) Work as part of the South Cambridgeshire Community Safety Partnership to identify and take action to combat local crime and anti-social behaviour issues</p> <p>6g) Ensure that staff are equipped to identify and respond appropriately to safeguarding issues encountered</p>	<p>6diii) Continue to participate in the Government’s Local Authority Housing Fund to enable the Council to offer more properties to refugees and temporary accommodation to families</p> <p>6ei) Implement the agreed cost of living support package for 2024-25 (including delivery of 20 community hubs across the district and continuation of a mobile food hub truck) and ensure schemes are embedded and self-sustaining following initial council support and investment (Q4)</p> <p>6fi) Implement Shared Prosperity funded schemes to protect cash points on high streets, at viable locations where local communities and Town and Parish Councils are supportive of enhancing their high street (Q4)</p> <p>6gi) Completion rates for mandatory e-learning relating to safeguarding (including Safeguarding, Suicide Prevention, Modern Day Slavery and Prevent) exceed 80% of desk-based staff</p> <p>6gii) Deliver a programme of safeguarding communications and awareness</p>
<p>7) We will continue to deliver a range of high quality community buildings at Northstowe</p>	<p>Use of interim and permanent Northstowe facilities by community groups and individuals once delivered</p>	<p>7a) Delivery of Community Centre</p> <p>7b) Delivery of Civic Hub (containing health, library and community facilities)</p> <p>7c) Delivery of phase 2 sports pavilion</p>	<p>7ai) Start on site for delivery of community centre (Q3)</p> <p>7bi) Full stakeholder consultation prior to submission of planning application for the Civic Hub (Q3)</p> <p>7ci) Start consultations with all stakeholders in advance of design phase for Phase 2 Sports Pavilion (Q4)</p>
<p>8) We will ensure Members have the tools, knowledge, and skills they need to serve their communities and help to deliver the Council’s vision</p>	<p>Members feel confident that they have been given the skills and knowledge they need to fulfil their role within South Cambridgeshire communities.</p> <p>Members to have a strong understanding of the Council’s vision and their strategic role within it.</p>	<p>8a) Creation of a Member Development Plan, which includes a reviewed Induction Programme (for implementation after future elections) and considers immediate and ongoing development needs.</p>	<p>8ai) The formation of a Member Development Plan which addresses the remainder of the current electoral term (until May 2026).</p>

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Objectives	What are the outcomes we want to work towards? (This may stretch beyond 24-25)	How we will achieve the Objective	2024-25 Outputs and Strategic KPIs
and strategic objectives			

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